MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2021/2022

DHR5014 – HUMAN RESOURCE MANAGEMENT

(All sections/Groups)

12 AUGUST 2022
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 9 pages with 2 sections.

2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.

3. Please write all your answers for Section A on the OMR form provided and all answers for Section B in the Answer Booklet provided.

SECTION A: Multiple Choice Questions (40 Marks)

1. In a/an _____ interview, an HR Manager may ask a supervisory candidate questions such as "how he or she would act in response to a subordinate coming late to work almost every day?"
   A. structured
   B. unstructured
   C. situational
   D. behavioural

2. Amir, as an HR Manager, is preparing for a selection interview. He lists the questions ahead of time. This type of interview is called _____ interview.
   A. situational
   B. behavioural
   C. unstructured
   D. structured

3. Arif was asked the following question during an interview recently. "You have a five-litre jug and a nine-litre jug. Your manager asks you to use these two jugs to measure one litre of orange juice. How would you do it?" This is an example of _____ question.
   A. stress
   B. puzzle
   C. problematic
   D. reference

4. If you deliberately discuss about your achievements during an interview, you are **MOST** likely using _____.
   A. pressure to hire
   B. snap judgment
   C. impression management
   D. talent management

5. Sofia is applying for a job with Oriental Production Sdn Bhd as a chemical engineer. During the interview, Sofia was asked the following question: "How does extreme heat affect hydrochloric acid?" The interviewer is **MOST** likely trying to assess Sofia's _____.
   A. knowledge
   B. effort
   C. leadership
   D. motivation

Continued ...

6. "Suppose you had a family meeting to attend next week and we informed you that you had to leave for a job abroad immediately. How would you handle that?" asked the interviewer during an interview. It means that the interviewer is testing the _____ of the candidate.
   A. experience
   B. skill
   C. trait
   D. knowledge

7. Today is your first day of work at a manufacturing firm. You have attended a meeting with the HR manager. You met other new employees as well during the meeting. You have learned about employee benefit packages, working hours, the company's structure and so on. The HR manager then introduced you to your department. In which one of the following do you think, you have **MOST** likely participated?
   A. Employee development activity.
   B. Orientation programme.
   C. Interview.
   D. Training.

8. Employee orientation is also known as _____.
   A. interview
   B. onboarding
   C. social learning
   D. training

9. Recently, Maya has joined as a receptionist at Marriot Hotel. She is learning the job by actually doing the job-related tasks such as answering phone calls of customers. Maya is **MOST** likely participating in _____.
   A. experimentation
   B. on the job training
   C. social learning
   D. socialisation

10. Peter was hired as a management trainee by a bank immediately after his graduation. He will move to various jobs each month within the bank for a period of one year. His employer is applying the _____ form of training.
    A. understudy
    B. job rotation
    C. peer training
    D. special

Continued ...

11. Assume that your company's website has a section that provides employees with online access to job-related training courses they need to succeed at their jobs. This **BEST** describes _____.
    A. job simulation
    B. virtual classroom
    C. learning portal
    D. online training

12. Kurt Lewin indicates that _____ is the first step in the change process.
    A. freezing
    B. unfreezing
    C. refreezing
    D. moving

13. Nancy needs to rate eight of her subordinates. She ranks them by making a chart of all possible pairs of the subordinates for each trait being evaluated. Then, she indicates the better employee of each pair with a positive symbol on the chart. Finally, she totals the number of positive symbols for each employee. Which one of the following traditional performance appraising tools that Nancy has used?
    A. The critical incident method.
    B. The graphic rating scale.
    C. The forced distribution method.
    D. The paired comparison method.

14. _____ requires a manager to set specific measurable, organisationally relevant goals with each employee, and then periodically discuss the latter's progress toward these goals.
    A. Narrative forms
    B. Behaviourally anchored rating scale
    C. Management by objectives
    D. Management by performance

15. The performance appraisal should compare "what should be" with _____.
    A. "where it is supposed to be"
    B. "how it has been done"
    C. "what is"
    D. "when it can be done"

16. If Shafiq rates all his employees the same way, such as rating them all average on performance appraisals, it indicates the problem known as _____.
    A. unclear standards
    B. leniency
    C. recency effects
    D. central tendency

Continued ...

17. The appraisal interviews with management employees will often take _____.
    A. 15 to 30 minutes
    B. 30 to 45 minutes
    C. 45 minutes to an hour
    D. 1 to 2 hours

18. Which of the following is **NOT** one of the guidelines in conducting the appraisal interview?
    A. Talk about the person's weakness directly.
    B. Talk in terms of objective work data.
    C. Encourage the person to talk.
    D. Get agreement.

19. As a department manager, if you want to criticise your employee about his or her poor performance, it should be _____.
    A. in a common place
    B. in public
    C. in private
    D. during the department meeting

20. Bryan is considering indirect financial payments to compensate his sales employees. Which one of the following that Bryan might be considering?
    A. Wages.
    B. Bonus.
    C. Paid vacation.
    D. Commission.

21. Mei Li is working as a tutor at a well-known university. She recently learned that another tutor who joined the university at the same time earns a little higher salary than she does. Which form of equity is **MOST** relevant to Mei Li's situation?
    A. Internal.
    B. External.
    C. Individual.
    D. Procedural.

22. According to Vroom's theory of motivation, a person's motivation to exert some level of effort depends on three things: E * I * V, where E represents _____.
    A. energy
    B. existence
    C. esteem
    D. expectancy

Continued ...

23. Assume that your company is conducting the formal or informal salary surveys to determine what others in the relevant labour markets are paying for a particular job. It means that your company is using _____ to set the pay rates.
    A. job evaluation methods
    B. industry evaluation methods
    C. market based approaches
    D. job based approaches

24. In a 'trolley bag' production company, the workers are paid certain amount for each unit that they produce. This type of incentive plan is known as _____.
    A. job based pay
    B. commission
    C. incentive
    D. piecework

25. Based on your understanding, how does merit pay differ from a bonus?
    A. A bonus is linked to individual performance, while merit pay is linked to profits.
    B. Merit pay is linked to individual performance, while a bonus is linked to profits.
    C. A bonus becomes part of an employee's base pay, but merit pay does not.
    D. Merit pay becomes part of an employee's base pay, but a bonus does not.

26. The term 'recognition programme' usually refers to _____.
    A. informal manager-employee exchanges such as praise, approval, or expressions of appreciation for a job well done
    B. plans in which all or most employees can participate, and which generally tie the reward to some measure of company-wide performance
    C. incentive plans that encourage teamwork and focus teams on performance
    D. formal programmes, such as employee-of-the-month programmes

27. Which one of the following leave provides pay to employees when they are out of work due to illness?
    A. Sick leave.
    B. Annual leave.
    C. Public holiday.
    D. Incremental leave.

28. Arun is planning to quit from his job soon. Which one of the following Arun will be expected to provide to his current employer?
    A. An incentive.
    B. A prior notice.
    C. An offer letter.
    D. The annual leave plan.

Continued ...

29. Rose was terminated from her position as a production worker. On her last day at work, she received a cheque for RM3,000. Which one of the following did Rose **MOST** likely received from her company?
    A. Severance pay.
    B. Performance pay.
    C. Salary.
    D. Annual bonus.

30. Workers' compensation refers to the _____ benefits provided in work-related accidents to the victims or their dependents, regardless of fault.
    A. optional
    B. income
    C. medical
    D. income and medical

31. The pay offered for the time not worked is also known as _____ pay benefits.
    A. optional
    B. time off
    C. leisure
    D. supplemental

32. Which of the following is one of the trend in controlling the health care cost?
    A. Providing wellness programmes.
    B. Providing incentives to select the best health care professionals.
    C. Encouraging to go for medical check-up twice a year.
    D. Providing incentives to use on site health care clinic facilities.

33. Companies might provide the following benefits to part-time and contingent workers **EXCEPT** _____.
    A. medical leave
    B. healthcare benefits
    C. leave during public holidays
    D. retirement benefits

34. _____ represents the extent to which the less powerful members of institutions accept and expect an unequal distribution of power.
    A. Power avoidance
    B. Power distance
    C. Power
    D. Authority

Continued ...

35. Ian is a Malaysian executive working in a call centre located in Cyberjaya, which is owned by the parent company based in Switzerland. Ian is a(n) _____.
    A. expatriate
    B. local
    C. expert
    D. parent national

36. When comes to international human resource management, employers often face challenges in terms of the following **EXCEPT** _____.
    A. political differences
    B. local differences
    C. social differences
    D. legal differences

37. In a _____ programme, the local managers will assist new expatriates with advice on things such as office politics, norms of behaviour, where to receive emergency medical assistance and so on.
    A. coaching
    B. realistic previews
    C. global buddy
    D. local assignment

38. Mobility premium is _____.
    A. a paying technique based on the person's current home-country pay
    B. a way to formulate expatriate pay to equalise purchasing power across countries
    C. an incentive to encourage the employee to take the job abroad
    D. the lump-sum payments to reward employees for moving from one assignment to another

39. The study that illustrates international cultural differences is known as the _____.
    A. international study
    B. global study
    C. Hofstede study
    D. cultural study

40. If a company tends to staff its positions abroad with employees from its headquarters, it is knowns as a _____ company.
    A. polycentric
    B. global
    C. ethnocentric
    D. multinational

(Total: 40 marks)

Continued ...

SECTION B: Structured Questions (60 Marks)

QUESTION 1

(a) Assume that you have been invited for an online video interview for the position of 'Financial Controller'. You are aware that online video interviews usually need special preparation. Describe the **FIVE (5)** points that you need to keep in mind as an interviewee that will be helpful in your preparation. (10 marks)

(b) After the interviews, background checks and tests, employers have to decide to whom to make the offer. To make the decision, they usually use any one or more of the following approaches. Briefly define each of them.

(i) Judgmental approach (2 marks)
(ii) Statistical approach (2 marks)
(iii) Hybrid approach (2 marks)

(c) As an HR manager, assume that you writing a job offer letter to a successful candidate for the position of 'Production Executive'. What are issues that you might need to consider when writing the offer letter? State all the **FIVE (5)** issues. (5 marks)

(Total: 21 marks)

QUESTION 2

(a) What are the **THREE (3)** steps involved in the performance appraisal process? (3 marks)

(b) State the **FIVE (5)** reasons why the performance appraisal is important. (5 marks)

(c) What are the other options available for managers to do appraisals apart from appraising the employees themselves? List any **THREE (3)** of the other options. (3 marks)

(d) As an HR manager, if you were telling one of your employees that, his performance is poor, the first reaction would be denial. Denial is a defense mechanism. Briefly discuss how you will handle these types of defensive employees. (4 marks)

(e) At times, weak performance may require a formal written warning letter. Explain the **TWO (2)** purposes of a warning letter. (4 marks)

(Total: 19 marks)

Continued ...

QUESTION 3

(a) Briefly describe the term 'benefit' and provide any **THREE (3)** examples of 'benefit'. (5 marks)

(b) Family-related distractions can make it difficult for employees to work effectively. Therefore, employers usually assist employees to balance their family and work lives. List any **THREE (3)** of such assistance provided by employers. (3 marks)

(c) (i) Explain the 'cafeteria plan'. (2 marks)
(ii) What are the **TWO (2)** types of 'cafeteria plans'? Explain. (4 marks)

(d) Hafiz is working as an HR manager in a software company. Since flexible work schedules are becoming popular in recent years, he is considering to offer this to his IT professionals. In your opinion, which type of flexible work schedules would be **MOST** suitable to offer for IT professionals? Suggest and explain any **TWO (2)** of them. (6 marks)

(Total: 20 marks)

End of Paper